

March 8, 2016

Amherst Select Board
Town Hall
4 Boltwood Avenue
Amherst, Massachusetts 01002
c/o Community Paradigm Associates

Dear Select Board Members and Mr. Lynch,

Please accept my application for the position of Town Manager in Amherst. I am excited to pursue this opportunity. Based on your position profile, my professional background and personal management style are a direct fit the job.

I am very passionate about municipal government. My entire career has been spent at the local level in New England including the last 21 years as City Manager in Vermont's capital city. I have worked in small rural towns with open town meetings and in Cambridge, Massachusetts, an urban city with a population of nearly 100,000. Montpelier, which represents the bulk of my career, is a true blend of city and small town and has presented wonderful opportunities and difficult challenges.

The Amherst Town Manager position is an excellent match. The required skills, experience, responsibilities and personal attributes closely mirror those required to for me to successfully perform my current duties.

- Chief administrative officer for a \$21 million (non-school) organization with 100+ employees, including three bargaining units.
- Provide regular written and verbal reports to boards, committees and the public.
- Engage in collaborative and creative planning and problem solving.
- Regularly speak on behalf of the City with members of the news media.
- Advocate for the City's interests in the legislature and executive branch.
- Work within Vermont statutes and regulations.

My management style is very collaborative. I believe in hiring excellent employees, empowering them and having decisions or recommendations made by those with the most direct knowledge of the subject. Montpelier is a very educated and participatory community which the City Council, staff and I have embraced in order to fully consider issues and move forward with community support.

Thank you very much for your consideration of my candidacy. I look forward to meeting with you to discuss working together for Amherst's benefit.

A handwritten signature in black ink, appearing to read 'W. Fraser', with a stylized, cursive script.

William J. Fraser

WILLIAM J. FRASER, ICMA-CM

Montpelier, Vermont 05602

PROFESSIONAL EXPERIENCE:

City of Montpelier, Vermont
March 1995 to present

City Manager

Chief executive officer for Vermont's Capital City with 8,000 residents and service population of 15,000-20,000 people. 112 Full time equivalent employees, \$21 million general/utility fund budget. Manage all municipal operations including Police, Fire/EMS, Public Works, Emergency Management, Planning, Zoning, Economic Development, Parking, Parks, Capital Projects, Senior Center, Finance and Administration. Responsible for collective bargaining/labor relations, legislative advocacy and public communications on behalf of the City.

During the last 21 years, accomplishments by our team of citizens, elected officials and staff have included:

- Financing, construction and operation of a wood chip based District Heating system in the downtown area in partnership with the State of Vermont.
- Construction and operation of a state of the art Water Treatment Facility.
- Construction of a new Police Station.
- Renovation and expansion of the historic Fire Station.
- Construction of the first roundabout in a United States northern climate and a second roundabout at the intersection of US Routes 2 and 302.
- Planning, development and construction of Stone Cutters Way, turning an unsightly rail yard into an active river front area.
- Two upgrades of the Wastewater Treatment Facility including installation of septage and leachate receiving capacity which now generates \$650,000 in annual revenue and including active reuse of methane gas to reduce electrical demand.
- Reduced city government's overall energy use by 20% in the last five years.
- Developed and implemented an aggressive capital projects and equipment funding plan to address infrastructure needs.
- Created full on line presence of city meetings and documents.
- Initiated and wrote monthly page about city government in the *Montpelier Bridge* community newspaper.
- Hired 13 department heads.
- Developed and implemented policies on debt, fund balances and financial management.
- Passed 21 consecutive municipal budgets (74% yes votes) while keeping taxes within inflation rate.
- Vermont Mountaineers, Montpelier Alive, July 3rd celebration all started.
- Montpelier named on numerous "best of" lists including #1 US small town downtown.

Other Professional Experience:

**City of Cambridge, Massachusetts, DHSP
March 1989 to March 1995**

Fiscal/Personnel Director

- Administered all financial and personnel functions for Department of Human Service Programs (DHSP) which served urban community's 96,000 residents.
- Developed and managed \$9 million budget (1995 dollars).
- Managed personnel matters for over 200 employees including hiring procedures, collective bargaining, grievance procedures and disciplinary actions.
- Supervised fiscal operations including payroll, revenue collection, accounts payable, personnel benefits and grant reporting.
- Member of City's Diversity Committee and Sexual Harassment Training Team

**Town of Farmington, New Hampshire
October 1985 to March 1989**

Town Administrator

- Chief administrative officer responsible for all municipal operations for community of 5,000 residents, \$3 million budget (1989 dollars), 30 full time employees.
- Interacted with residential and business community at Annual Town Meeting, public hearings, committee meetings, informational sessions and daily problem resolution.
- Directed recruitment and selection of four department heads.
- Coordinated and supervised renovations to sewer system and downtown area, negotiated with private industries to fund sewer system improvements and development of new water sources.

**Town of Ogunquit, Maine
January 1983 to July 1984**

Town Manager

- Chief executive officer for renowned seashore community of 1,500 full time residents and summer population of 30,000.
- Implemented financial systems to bring \$2 million budget (1983 dollars) from deficit to surplus.
- Coordinated downtown rebuilding effort with local businesses after a major fire.
- Directed enforcement of local entertainment ordinances, land use regulations and building codes during period of extreme legal challenges.
- Managed 22 full time and 50 seasonal employees, including two bargaining units.

**Town of Wakefield, New Hampshire
July 1981 to December 1982**

Town Administrator

- First person to occupy the Chief administrative officer for Lakes Region community with 2,200 full time residents and 10,000 summer residents.
- Developed and implemented most management systems for \$800,000 budget (1982 dollars) with 12 full time employees and approximately 15 part time/seasonal employees.

EDUCATION/CREDENTIALS:

University of Virginia, Darden School, Charlottesville, Virginia. Certificate of completion for Senior Executives Institute. (ICMA/SEI). 2015

Harvard University, John F. Kennedy School of Government, Cambridge, Massachusetts. Certificate of completion for the Senior Executives in State and Local Government program. 2011

International City/County Management Association Credentialed Manager (ICMA-CM)
2008 to present

Harvard University, John F. Kennedy School of Government, Cambridge, Massachusetts. Master in Public Administration, 1993. Awarded Arthur D. Little Fellowship.

University of Maine, Orono, Maine. Bachelor of Arts in Public Management, 1981.

PROFESSIONAL AFFILIATIONS:

International City/County Management Association (ICMA)	1995-present
• International Conference Planning Committee	2005, 2007, 2015
• International Conference Planning Committee Chair	2013
• Northeast Regional Summit Presenter on Excellence	2014
• Northeast Region VP Interview Committee	2005, 2008, 2009, 2014
• Small Communities Task Force	1999-2001
Vermont Town and City Managers Association (VTCMA)	1995- present
• President	2003-2004
Vermont League of Cities & Towns (VLCT) Board of Directors	1999-2005, 2008 -2014
• Downtown Development Board Representative	1998-2012
American Arbitration Association	1990-1995
New Hampshire Municipal Management Association (NHMMA)	1981-1982, 1985-1989
Maine Town and City Management Association (MTCMA)	1982-1984

PERSONAL:

Married with four children. Interests include music, skiing, reading, cooking and sports. Member of a local band who released two full length CD's.

REFERENCES:

References are available upon request.